

In the name of Allah most gracious mist merciful

A Project On

The Coronavirus and The Employees: A Study from the Point of Human Resource Management

Date of Submission: August 29, 2020.



A Project On

The Coronavirus and The Employees:

A Study from the Point of Human Resource Management

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(Major in Human Resource Management)

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Date of Submission:29 August, 2020

Letter of Transmittal

To

Farhana Mitu

Senior Lecturer

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Sub: Submission of project on The Coronavirus and The Employees: A Study from the Point of Human Resource Management.

Dear Sir,

With due respect, I would like to inform you that I am Ibrahim Foyez from BBA program. It is indeed a great pleasure to have the opportunity to submit the project which is a prerequisite for the completion of BBA Program. I have prepared the project according to your guidance. The topic name is The Coronavirus and The Employees: A Study from the Point of Human Resource Management . During the preparation of this project I came to know about several terms on HUMAN RESOURCE. I have tried my best to present all the things to make the project more informative and usual one. If any part of the assignments means inappropriate and irrelevant with the subjects, please advise me.

I will be very glad if the project can serve its actual purpose and I am ready to explain anything to you if necessary.

Sincerely yours,

Ibrahim Foyez

ID: 2162011070

Program: BBA (Major in Human Resource Management)

Uttara University

Student's Declaration

I, the undersigned, hereby declare that I have completed my project under the supervision of **Farhana Mitu**, Senior Lecturer, Department of Business Administration, Uttara University, Dhaka, Bangladesh.

I have prepared a project on “The Coronavirus and The Employees: A Study from the Point of Human Resource Management ” that is my own work.

Neither part of this project is copied from elsewhere nor submitted before for any academic qualification, certification, diploma or degree to any other university.

Ibrahim Foyez

ID No. 2162011070

BBA program, Major in HRM

Department of Business Administration

Uttara University

Supervisor Declaration

I certified that the project on The Coronavirus and The Employees: A Study from the Point of Human Resource Management has been successfully completed by Ibrahim Foyez, ID: 2162011070, Department of Business Administration under my supervision. I am pleased to state that data and findings presented are the work of Ibrahim Foyez. The project has been accepted for presentation.

Farhana Mithu

Senior Lecturer

Department of Business Administration

Uttara University

Acknowledgements

The successful accomplishment of this project is the outcome of the contribution of a number of people to whom I am grateful and thanked them from the very deep of my heart. At the beginning, I would like to express my sincere gratefulness to Almighty God for enabling me to prepare this term project in complete form.

I am very grateful to my supervisor **Farhana Mitu**, Senior Lecturer for all her kinds of cooperation and guidance in preparing this project. Her professional and practical experience enriched me to a great extent at the time of preparing this project.

Last of all grateful acknowledgement is due to the our honorable Dean sir for giving me the advice to complete my project in the right process. Equally I would also like to record my sincere gratitude and indebtedness to the authority of Uttara University for their kind cooperation.

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Executive summary

A highly felt need of knowing specifically the impact of Coronavirus disease on employees from the point of Human Resource Management exists. Hence a conceptual attempt was made to find answers for four specific research questions addressing the meaning of Coronavirus disease and its characteristics, its hazardousness, its impact on employees, and identification of employees who are at greater risk.

These research questions were answered by adopting a desk research strategy. The study yielded that Coronavirus disease 2019 is a deadly infectious disease which is shortly called COVID-19. It is a plague that can spread from an infected person-to-person, and spreading occurs between people who are in close contact with one another (within about 6 feet); and via respiratory droplets produced when an infected person coughs or sneezes. It is believed that patients are at their most contagious when they are most symptomatic, and some spread might be possible before people show symptoms.

It is so hazardous that it can infect any person of any age living in any place in the world and subsequently cripple proper functioning of organizations of all sizes in all industries in all countries in the world. It has a tremendous negative impact on employees, and 15 specific fears were identified. The resultant stress was labeled as Stress By Corona (SBC). Employees who are at greater risk are health care, security force and police personnel.

Section:01

Justification of the study

❖ What motivate me to study this?

- ✓ People are pulling together and supporting each other in a crisis – the million volunteers who signed up to support the Government in the world.
- ✓ People are endlessly creative and innovative, individuals changing roles to find new income when their old job has disappeared.
- ✓ People can work flexibly from home in many roles where previously this may have been denied as an option.
- ✓ There is love everywhere you look for the Social organization and core workers. People instinctively care for each other as human beings going through a common crisis.
- ✓ The change from our normal patterns of living has already had a significant positive effect on the levels of pollutants in the atmosphere and on our planet.
- ✓ People are donating for the poor, government help the people, companys are helping their employe, in this case i saw the public loyalty this type of behavior motivate me to study this.

❖ Why i am interested in this topic?

The impact of the COVID-19 pandemic is drastically changing the lives of people, including the lives of employees. Organizations are closed, schools and universities have closed, exams and events postponed, the usual health information services are limited, socializing with friends and wider family is highly discouraged and in some places even punishable. Living in these circumstances can be tough for employee, people for their social, physical and mental wellbeing. This situation teach us about social disease, how to change the people life in a moment that's why am i interested about this topic.

❖ How is this study going to help me in now or in future?

- ✓ The coronavirus pandemic will soon end, soon be in the rear-view mirror, but we can still take lessons learned as directions for going forward.
- ✓ The morale and social activities are an important factor in our everyday lives, and they are especially pronounced in emergencies. In situations of uncertainty, panic, fear and special measures, people's spirit and healthy attitude should be specially preserved and be of paramount importance. Young people organize online events, various interactive competitions, shows, tournaments in popular computer games, stand-up comedy and similar. Thus, we influence each other through positive and calm attitude. We are here to support the elderly and our parents. Some museums and theatres enabled attending their programs and performances online. Class attendance is made possible, and young people in home quarantine can also attend online courses and trainings to learn new skills, improve their knowledge and interests.
- ✓ During this crisis we have to overcome, I am writing this note to myself and each one of you, and as you are reading this I wonder: is there a flip side of the coin? I would like this to be the true reflection of things and I am working towards it, and I am sure you agree.

Section:02

OBJECTIVES OF THE STUDY

Following research questions were formulated so that a systematic attempt could be made to find answers:

1. I want to know about Coronavirus disease/What are its characteristics?
2. I want to analyze is it so hazardous?
3. I want to tell my readers that, is it impact on employees?
4. I want to tell my readers that, what are the employees at greater risks?

This research paper has its objective to find answers for the above mentioned four specific research questions.

Section:03

Methodology of the Project

This research paper is a study which gives a theoretical contribution to the existing body of knowledge in terms of a synthesized account of COVID-19 in the context of HRM. Originally identified 15 types of employee's fears owing to the disease give a new adding to the existing knowledge. In order to answer the four research questions systematically, a comprehensive literature survey was done by using the desk research strategy in addition to the logical beliefs and empirical observations.

Section:04

Discussion

Corona and Its Characteristics

- ✚ According to the Website of the University of Kansas, COVID-19, short for "Coronavirus disease 2019," is the official name given by the World Health Organization to the disease caused by a newly identified coronavirus. The World Health Organization (WHO) defines that Coronavirus disease is an infectious disease caused by a newly discovered coronavirus, and the COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes. It is a disease that is identified as a pandemic as it can affect a very large number of human beings living in an area. It has the potential of spreading very quickly from one person to many people. According to Orsi and Santos (2010), a pandemic is an infection that can spread globally and affect large populations. As identified by Staples (2006), a pandemic is an unfolding global event that comes in waves that can sweep across the globe in a matter of weeks, and it may take three months to control it. A pandemic is different from threats associated with bombs or natural disasters such as fires, earthquakes and tsunamis because such threats and crises are over once the event has occurred (Holland, Sheehan, Donohue, Pyman, and Allen, 2012). These threats and crises may damage and destruct infrastructure and humans unlike a pandemic which destructs only humans and may destroy non-humans.
- ✚ Coronavirus or COVID-19 is a plague that can spread from an infected person-to-person. Spreading occurs between people who are in close contact with one another (within about 6 feet); and via respiratory droplets produced when an infected person coughs or sneezes (these droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs) according to the insight information given on the Website of the UC Davis Health Experts. Further the Website gives that currently it is believed patients are at their most contagious when they are most symptomatic, and some spread might be possible before people show symptoms.
- ✚ According to the WHO, at this time, there are no specific vaccines or treatments for COVID-19 though there are many ongoing clinical trials evaluating potential treatments. Furthermore the organization points out that most people infected with the COVID-19 virus will experience mild to moderate respiratory illness and recover without requiring special treatment. This disease can have a serious

impact on people who are older and also people who are having medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer according to the WHO.

- ✚ Symptoms of coronavirus can include runny nose, sore throat, headache, fever, cough and shortness of breath (UC Davis Health Experts). Zhou (2020, p. 34) edits:
- ✚ “The novel coronavirus is newly emergent in humans. Therefore, the general population is susceptible because they lack immunity against it. 2019-nCoV can infect individuals with normal or compromised immunity. The amount of exposure to the virus also determines whether you get infected or not. If you are exposed to a large amount of virus, you may get sick even if your immune function is normal. For people with poor immune function, such as the elderly, pregnant women or people with liver or kidney dysfunction, the disease progresses relatively quickly and the symptoms are more severe.”
- ✚ The best way to prevent and slow down transmission is be well informed about the COVID-19 virus disease, its causes and how it spreads (WHO). The WHO instructs that you must engage in actions such as washing your hands or using an alcohol based rub frequently and not touching your face, and practicing respiratory etiquette (for example, by coughing into a flexed elbow) for the purpose of protection of yourself and others from infection.

Hazardousness of Corona

✚ It was experienced that a large number of people died within a short period of time in the world at the day of writing this paragraph of this article. The people who got infected have been increasing day by day at the time of writing this paper. Refer to Table 1. The total of Coronavirus cases, deaths, and recovered were 2639772, 184280, and 722395 respectively. The country which had the highest impact was USA and the total of Coronavirus cases, deaths, and recovered were (849092), (47681), and (84050) respectively. Countries which had very high impact include Spain (number of deaths: (28717), Italy (35300), France (30340), Germany (9301), UK (41433), China (4632), Iran (20720), Turkey (2376), and Belgium (6262) according to worldometer in Bangladesh the status of the impact of coronavirus is not so worse relatively, however, it is considerable to an extent that cannot be ignored. Refer to Table 2, Owing to prompt actions taken by the Bangladesh Government it was so far possible to control the impact in terms of cases, deaths, and recovered.

Table 1: Some figures of the status of coronavirus impact in the world

Coronavirus Cases	23,675,499
Deaths	8,14,029
Recovered	16,138,341

Source: worldometer, Up to date 10/08/2020

Table 2: Some figures of the status of coronavirus impact in the Bangladesh

Coronavirus Cases	2,97,083
Deaths	3,983
Recovered	1,83,885

Source: worldometer, Up to date 10/08/2020

✚ As there are no specific vaccines or treatments for COVID-19, it is very dangerous. Indeed corona kills people and hence it is deadly. It is one of the deadliest diseases ever existed in the world. It can spread from an infected person to one or two or several or many persons. People of all ages can be infected by Coronavirus (UC Davis Health Experts). In business affairs people have to interact with each other. In managing, superiors have to get things done through

subordinates. It is inevitable that people at homes interact with each other and get together for various purposes. Humans are naturally social. Employees are a kind of humans who interact with each other formally and informally in order to achieve goals of organizations where they are working. The global nature of business travel has increased the likelihood of the spread of a deadly virus (Mathis and Jackson, 2011).

- ✚ Thus, Coronavirus disease is so hazardous that all the possible actions at individual level, organizational level, country level, and global level as well have to be made in order to save humans.
- ✚ Generally in an organization, hazards which exist include occupational accidents, occupational diseases, low quality of work life, and occupational stress (Schuler and Youngblood, 1986; Opatha, 2009). Jackson, Schuler, and Verner (2012); Mathis and Jackson, 2011) mention three types of workplace safety hazards such as occupational accidents, occupational injuries, and workplace violence. Also they mention four workplace hazards to health of the employees such as occupational illnesses, hazards to mental health, workplace stressors, and job burnout. It is possible to mention that coronavirus is more hazardous than the generally identified workplace hazards. As a pandemic, Coronavirus is more dangerous than disasters such as earthquakes, hurricanes, major snowstorms, flooding, forest fires, and tornados because of the possible quick deadly attack to a large number of people not only in one country but also in the entire world.
- ✚ The costs to the organization are very high when its high performing employees become infected. If an outstanding employee dies owing to Coronavirus, the costs of death are uncountable. The loss is tremendous.
- ✚ When an employee is identified as a Coronavirus patient by the relevant medical authority, the entire unit, department, or the organization will have to be shut down. Duration of shutting down may be three weeks or more. During this time period the organization will get suffered owing to reduced productivity, declined market share, increased medical claims, and reduced profits. Hence, the degree of intensity of hazardousness of Coronavirus is very high or may be enormous humanly and financially.

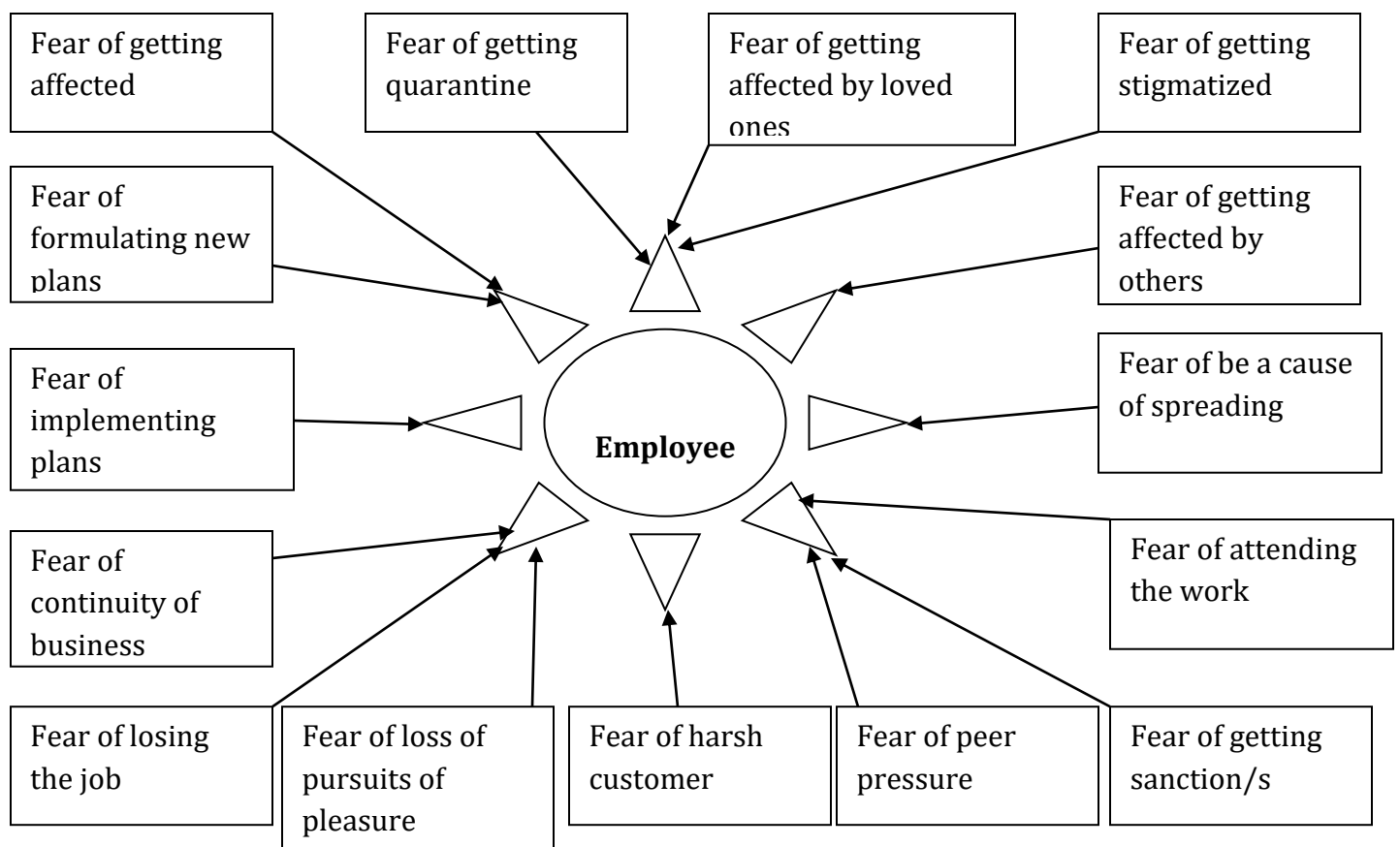
Corona's Impact on Employees

- ✚ Corona does have a serious impact on employees. There is no any employee working in any organization who is immune to Corona. Negatively and directly or indirectly all employees in all organizations in the world were affected, are being affected, and will be affected by Corona. It can affect managers as well as non-managers at all levels of the organization. There are employees who got caught by Corona. They suffered and some died and some got cured. There are employees who have not yet gotten caught by Corona. Are there employees out of danger? Definitely they are not. No one can predict who will get caught and who will not.
- ✚ Health refers to general state of physical, mental, and emotional well-being; and a healthy person is free from illness, injury, or mental and emotional problems that impair normal human activity (Mathis and Jackson, 2011). It is possible to argue that employees who are healthy at present (not suffering from Corona) can become unhealthy owing to Corona. First it can happen mentally and then physically. Mental health is more related to human mind and emotions rather than to human body; and physical health is more related to human body rather than to human mind and emotions (Opatha, 2015).
- ✚ It is possible to mention that fears can generate with an employee who is currently healthy having known that there is a disease called Corona. Here a fear means an unfavourable feeling the employee has when he or she thinks that he or she is in danger owing to the Corona. There are certain fears which will or may generate within a healthy employee (at least healthy in the sense he or she is not suffering currently from so called corona-he or she might be suffering from one or two or several of other types of diseases). These certain fears are:
 1. Fear of getting affected by himself or herself (the employee is scared of the possibility that Corona catches him or her.)
 2. Fear of possibility of getting quarantine (the employee is scared of the possibility of going through quarantine owing to the cases of infected employees or others)
 3. Fear of getting stigmatized by the public and friends (the employee who got infected is scared of the possibility of stigmatization carried out by the public and friends.)
 4. Fear of getting affected by his or her closely loved ones (the employee is scared of the possibility that Corona catches his or her spouse, children, parents, and other members of the family which may be nuclear or extended.)

5. Fear of getting affected by others (the employee is scared of the possibility that Corona catches other people who may be his or her superiors, peers, subordinates, internal customers, external customers, suppliers, and others.)
6. Fear of becoming a cause of spreading the epidemic (the employee, who was infected by the Corona, is scared of the possibility that he or she becomes a carrier of the epidemic.)
7. Fear of attending the work (the employee is required to come to work but he or she is scared of the fact that there is Corona pandemic.)
8. Fear of getting sanction/s (the employee becomes frightened of the possibility that his or her superior or the employer imposes disciplinary actions against him or her if not attended the work.)
9. Fear of peer pressure (the employee is afraid of the possibility that his or her peers criticize or work against him or her if he or she does become absent or tardy or disengaged.)
10. Fear of harsh customer response (the employee is scared of the possibility that customers who came to buy the goods or services react aggressively to absence, tardiness, disengagement, or slowness on the part of his or her behaviour.)
11. Fear of losing the job (the employee is scared of the possibility that the employer terminates his or her employment on disciplinary ground owing to acute absence, severe tardiness, disengagement, low performance, etc.)
12. Fear of continuity of business operations (the employee is scared of the possibility that the business affairs get dissolved, downsized or stopped and consequently his or her job gets lost or redundant or rewards including pay get cuts.)
13. Fear of inability of implementing plans developed (the employee is scared of the possibility that tentative business closure owing to Corona makes successful implementation of his or her work plans difficult or hard.)
14. Fear of inability of formulating new plans for better future (the employee is scared of the possibility that disturbances and distractions owing to Corona hinder or impair formulating new work plans for a better future for the organization as well as his or her career.)
15. Fear of loss of pursuits of pleasure (the employee is scared of losing the pursuits of pleasure that are being adopted to enjoy the life owing to quarantine, curfew, tentative closures of relevant places and non-association of relevant individuals.)

It is argued that the employee will get one or two or several or all types of fears mentioned above and as a consequence he or she becomes stressful. This stress can be labeled as Stress By Corona (SBC). SBC is defined in the paper as what the employee experiences internally in response to Corona he or she finds difficult to deal with. It is also pointed out that the above mentioned fifteen fears may jointly affect to create stress within the employee. These fears can be identified as sub stressors which are additive. Refer to Figure 1.

Figure 1: Types of Employee Fear owing to Coronavirus



- ✚ Unfortunately there may be employees in organizations who have already been suffering from stress which is the general term applied to the pressures people feel in life (Newstrom and Davis, 1997). What a disaster may happen if the normal stress gets combined with SBC!
- ✚ SBC may get combined by other workplace or job stressors (too much to do, insufficient authority, sudden change in work responsibilities, inadequate pay, lack of privacy, lack of time to perform entrusted duties, role ambiguity etc); personal stressors (weak financial position, conflict with spouse, conflict with a child, divorce, marital separation, sex problems, change in residence etc); and organizational stressors (poor communication, lack of feedback, job insecurity, organizational politics, lack of group cohesiveness, poor working conditions, poor supervision etc); and environmental stressors (technological change, economic uncertainties, political uncertainties, cultural changes or events (Opatha, 2010).
- ✚ It has been observed in Bangladesh that the government imposed curfew to curb with Corona during the crisis time (in the months March and April, 2020). The curfew (of course intermittent enforcements) which is an environmental stressor resulted in repercussions such as severe traffic, very long queues to buy foods and other goods and services, separations from loved ones and relatives, financial difficulties, higher cost of living due to inflated prices of goods and services, and quarrels with customers, sellers, health-related personnel and police personnel.
- ✚ SBC and the normal stress do attacking mental health of the employee. Too much stress, also called strain, can lead to numerous negative physiological consequences (such as lowered immunity, increased risk of heart disease, type 2 diabetes, high blood pressure, and a range of musculoskeletal diseases), behavioural consequences (such as increased smoking and alcohol consumption, poor nutritional habits, increased substance abuse, lower task and contextual performance, higher absenteeism, higher turnover, and increased accident risk) as well as negative psychological ones (such as anxiety, lower emotional well-being, and lower job satisfaction) (Jackson, Schuler, Werner, 2013; Robbins, Judge, and Vohra, 2019).
- ✚ Thus, a possible consequence of SBC coupled by the normal stress is job performance of the employee. Job performance is defined as the extent to which the employee has shown his or her traits, engaged in behaviors and produced results which are appropriate to task performance, and has engaged in citizenship performance and counterproductive performance during a particular period of time (Ramawickrama, Opatha, and

Pushpakumari, 2017). When job performance gets hindered, organizational performance gets hindered as the summation of individual performance makes organizational performance or business performance (Hitt, Middlemist, and Mathis, 1979). Deteriorating business performance will have a direct negative impact on productivity at the national level. As Bangladesh is striving to become an industrialized country in the future, concern on productivity is vital.

- ✚ When the stress of an employee (SBC coupled by the normal stress) continues for a prolonged time, it is likely that the employee tends to get burnout. Prolonged exposure to stress results in burnout, and a burnout person is hypertensive, encounters chronic exhaustion, faces mental depression, and is cynical about everything. Burnout is a gradually intensifying pattern of physical, psychological, and behavioural dysfunction that evolves in response to a continuous flow of stressor; and just as the engine of a car literally stops running without fuel and oil, a complete mental or physical breakdown can result from burnout (Reece, Brandt, and Howie, 2008).
- ✚ If an employee becomes sick due to Corona, he or she has to suffer from all the bad consequences of the disease. If the spouse or a child or a parent of the employee becomes sick owing to Corona, the gravity of bad consequences is enormous. The organization will be in trouble to allocate works among, delegate authority to, and get things done through employees owing to increased absenteeism, tardiness, and employee turnover. Further it is possible that affected employees present grievances to the management that will have to take a lot of time, effort, and cost to settle them. A grievance means any discontent or dissatisfaction arising from a feeling or a belief of injustice felt by an employee or a group of employees in connection with the work environment. For example, an employee can present a grievance if he or she is not granted a reasonable number of days of leave by the management (in order to do self-quarantine, health authority enforced quarantine, or reduce fatigue due to the continuous working etc). Another example: an employee has a concern about a peer who appears sick and complains it to the immediate superior. In case of non-speedy settlement of the grievances additional bad consequences include displacement effect (employee work time diverted from production tasks to grievance processing) and worker reaction effect (reduced employee effort as a reaction to the perceived unfair treatment) (Opatha and Ismail, 2001)

Employees at Greater Risk

- ✚ Generally all types of employees are at risk because there is possibility of the attack of COVID-19 to any employee. Any employee is vulnerable to the virus infection. However, there are certain employees who are at greater risk. Health care employees who are at greater risk include doctors, nurses, medical technologists, therapists, laboratory technicians, patient attendants, and health inspection officers. These employees are 'first responder', that group of professionals who have initial contact with people affected by the disease (Holland, Sheehan, Donohue, Pyman, and Allen, 2012). These employees, specially relevant doctors, nurses and attendants are required to deal with disease outbreaks, to treat with the current infected patients, and minimize the number of mortalities. The psychological and physical impact of the disease is highest on these personnel. It is because of occupational exposure. Quarantine, personal infection and the risk of unknowingly transmitting infection to loved ones and colleagues represents a serious need to focus on the health and well-being of health care employees (Holland et al, 2012).
- ✚ Security personnel (specially Army personnel in Bangladesh have been) can be entrusted to manage quarantine of suspected people, and searching and directing people who are suspected for the infection but have not yet surrendered to follow the prescriptions made by the relevant health authorizes (such as Ministry of Health in Bangladesh). Police personnel are utilized to enforce legal requirements such as curfew. Employees engaged in these two services are also at greater risk.
- ✚ Temporary and casual employees get more affected unfavourably compared with permanent employees of the organization. Compared with employees who are at the government sector, employees who are in the private sector tend to be at more risk. Major reason is that private sector organizations' affordability of employing their workforce gets impaired in a higher extent when there are government controlling actions such as curfew in the country.

Section:05

Future Forward

Coronavirus disease 2019, abbreviation of which is COVID 19, is an infectious disease which spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes. It is deadly and very expensive humanly and financially. It has potential to make the entire industrial and commercial workings of an area of a country, a whole country or many countries in the world paralyzed. COVID-19 has a tremendous negative impact on employees. 15 specific fears were identified and mentioned previously and they were identified as COVID-19 caused stressors and the resultant stress was labeled as Stress By Corona (SBC). The SBC combined with the normal stress may produce many bad consequences and even burnout which is highly harmful to the employee. Employees who are at greater risk are health care employees though generally all types of employees are at risk because there is possibility of the attack of COVID-19 to any employee.

Because of the fact that there is a deadly pandemic called COVID-19 all organizations irrespective of the size, industry, ownership, and location will have to face a serious challenge, i.e. how to protect employees from it. Employees are the lifeblood of the organization. All the types of the organizations or employers are required to take precautions to ensure employee protection from this pandemic. It does seem that WHO, public health authorities around the world, security forces (particularly in Sri Lanka) and other related personnel have been taking action to contain the COVID-19 outbreak. Long term success cannot be taken for granted, and therefore all sections of our society – including businesses and employers – must play a role if we are to stop the spread of this disease (World Health Organization, 2020). Ensuring employee health through the prevention and control of the pandemic does ensure smooth running of the operations of the organization. Preventive actions will have to be taken before employees become infected and corrective actions will have to be taken after employees become infected. A discussion of these actions is beyond the objective of this research paper. Hence future conceptual and empirical research studies are needed to know the role of HRM in the prevention and control of COVID-19, and how organizations have actually encountered this danger. Empirical studies about successful as well as unsuccessful stories will be useful in this regard.

While pursuing my topic of interest I came across some questions which I consider important, but I don't have good understanding of them. This question are given below:

- What is the situation of Bangladesh relating to COVID-19?
- What are the HRM related recommendations/strategies that can be adopted by an organization under COVID-19 pandemic situation?
- How are companies evaluating their employees' performance while working from home?

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Appendices

Appendix I

Introducing Consulting Articles

Sl No	Article Title	Authors	Journal Name	Year	Publisher
1	Getting your workplace ready for COVID-19.	WHO	World Health Organization (2020),	18/04/2020	Worldometer
2	CORONAVIRUS PREVENTION HANDBOOK	Zhou, W.	N/A	2020	New York: Skyhorse Publishing.
3	A new type of threat	Staples, J. (2006)	Harvard Business Review	29/03/2020	The UC Davis Health Experts
4	Effective Human Relations	Reece,B.L. Brandt,R. And Howie,K.F.	N/A	2008	South-Western CENGAGE Learning.
5	Organizational Behavior	Robbins, S.P., Judge, T.A.,	Global Journal of		18th ed,

		and Vohra, N.	Management and Business Research	2019	Noida: Pearson.
6	Effective Personnel Management	Schuler, R.S. and Youngblood, B.S.A. (1986),	International journal of Human Resource Management	2020	New York: West Publishing Company.
7	Canadian Human Resource Management	Schwind, H, Das, H., Wagar, T., Fassina, N., and Bulmash, J.	N/A	2013	Toronto: McGraw-Hill Ryerson.

8	The New role for HR following the Covid-19 Pandemic	Matt Collington - Senior HR Practitioner	The HR Director(HRD)	2020	Peter Banks
9	Companies are trying to survive by slashing pay and reducing employees	Mahfuz Ullah Babu & Kamran Siddiqui	The Business Standard	2020	(TBS)
10	Human resource management during a pandemic	Mohammad Khasro Miah	Dhaka Tribune	2020	Dhaka TRibune

Appendix II

Complication of Objectives/ Purposes/ Questions/Hypotheses Addressed by the Articles

SL NO	Article	Objectives
1	Getting your workplace ready for COVID-19.	The main objective of this articles is to study the following topics based on employee and corona virus in the world. 1. Insufficient number of staff working on-site 2. Health risks at the workplace 3. Weak motivation, stress, burnout 4. Managing remote employees for extended periods
2	CORONAVIRUS PREVENTION HANDBOOK	The main objectives of this articles is: 1. Use overtime 2. Use flexible working time arrangements 3. Use mobility to redeploy staff 4. Request support from other units
3	A new type of threat	The main objectives of this articles is to study the following topics based on coronavirus prevention handbook: 1.The Public 2. The Slipper

		3. The Omitters 4. The Retaliators
4	Effective Human Relations	The main objectives of this articles is to study the following ropics bsed on effective human relations: 1. Use temporary contracts, external staff, retired employees, volunteers. 2. Revise internal organisation and work processes 3. Ensure well-being 4. Use monetary incentives (salary and allowances) 5. Other measures
5	Organizational Behavior	The main objectives of this articles is: 1. how activities are coordinated & controlled 2. how resources are allocated 3. the location of departments and office space 4. the policy statements developed by the firm
6	Effective Personnel Management	The main objective of this articles is to study the following topics based on effective personnel management. 1.Managing People 2. Concerned with Employees 3. Helping Employees 4.Universal Application 5. Continuous Application

7	Canadian Human Resource Management	The main objectives of this articles is to: 1. Use flexible working time arrangements 2. Use teleworking 3. Enlarge workplace space and ensure physical distances 4. Ensure health and safety
8	The New role for HR following the Covid-19 Pandemic	The main objectives of this articles is to study the following topic based on the new role for HR following the covid 19 pandemic: 1. Use flexible work time 2. Redeploy stressed employees 3. Ensure two-way communication 4. Provide training
9	Companies are trying to survive by slashing pay and reducing employees	The main objectives of this articles is: 1. Reduce excess workload 2. Internal organisation, work processes and corporate cultur 3. Promote well-being and health 4. Provide specific recognition and compensation to front-line staff
10	Human resource management during a pandemic	The main objectives of this articles is : 1. Support your staff when teleworking

		2. Ensure adequate leadership and supervision 3. Create conditions for productive telework 4. Ensure full access to all key corporate IT systems from home
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Appendix III

Complication of Methods

SL NO	Article Title	Methods
1	Getting your workplace ready for COVID-19.	Both primary and secondary method is used to collect information.COVID-19 spreads primarily through respiratory droplets or contact with contaminated surfaces. Exposure can occur at the workplace, while travelling to work, during work-related travel to an area with local community transmission, as well as on the way to and from the workplace.
2	CORONAVIRUS PREVENTION HANDBOOK	This thesis has been using online resource such internet website, eBooks, previous journals, previous research paper, online article etc.
		In this case i have used primary or secondary data. Modern

3	A new type of threat	threat detection falls into one of four categories: Configuration, Modeling, Indicator and Threat Behavior. Each is different, and it's up to the organization to determine what they need and whether a new method can complement existing security tools.
4	Effective Human Relations	Owners and managers of profit and nonprofit organizations define human relations as fitting people into work situations so as to motivate them to work together harmoniously. The process of fitting together should achieve higher levels of productivity for the organization, while also bringing employees economic, psychological, and social satisfaction. Human relations covers all types of interactions among people—their conflicts, cooperative efforts, and group relationships. It is the study of why our beliefs, attitudes and behaviors sometimes cause interpersonal conflict in our personal lives and in work-related situations.
5	Organizational Behavior	Organizational Behavior Research Methodology works to understand and find the solution of difficult workplace problems, and effectively apply OB techniques for the effective management of human behavior in organizations.
		Personnel management is an extension to general

6	Effective Personnel Management	management. It is concerned with promoting and stimulating competent work force to make their fullest contribution to the concern.
7	Canadian Human Resource Management	This thesis has been using online resource such internet website, eBooks, previous journals, previous research paper, online article etc.
8	The New role for HR following the Covid-19 Pandemic	Both primary and secondary method is used to collect information. To establish a refreshed role, HR teams will need to be brave, challenging and work together to assert professional standards and create better and more consistent systems in which people can flourish. Shaping our organisations, leaders and ensuring the best way to work is a huge responsibility for those working in HR.
9	Companies are trying to survive by slashing pay and reducing employees	Companies in the developed world, during their economic bust times, are experienced with such cost cutting measures for survival. But this is a new experience for Bangladeshi business groups when almost all their businesses are going down simultaneously.
10	Human resource management during a pandemic	Some common issues that are most likely to arise all over the world include the food crisis, unemployment, liquidity crisis, transportation problems, remittance shortage, fall in export, shutdown of industries, and so on.

Appendix IV

Complication of Conclusions

SL NO	Article	Conclusions
1	Getting your workplace ready for COVID-19.	In January 2020 the World Health Organization (WHO) declared the outbreak of a new coronavirus disease in Hubei Province, China to be a Public Health Emergency of International Concern. WHO stated there is a high risk of the 2019 coronavirus disease (COVID-19) spreading to other countries around the world. WHO and public health authorities around the world are taking action to contain the COVID-19 outbreak. However, long term success cannot be taken for granted. All sections of our society – including businesses and employers – must play a role if we are to stop the spread of this disease.
2	CORONAVIRUS PREVENTION HANDBOOK	In this era of globalization, non-stop movements of humans and goods make no country immune to the potential threat of epidemics. Since 2003, emergent contagious diseases such as the avian influenza, Middle East respiratory syndrome,

		SARS, and Ebola reminded us human beings once and again of the grave threat that they pose to the human health and the economic and social security.
3	A new type of threat	As the world faces a stressful time with the rise of the Coronavirus pandemic, the message for all of us is clear stay at home to avoid the spread of the virus. But for 6.6 million people here in the U.S., social distancing is a luxury they simply cannot afford.
4	Effective Human Relations	Human relations seem to be an easy and a common sense subject. It can make our lives easy and comfortable or difficult and miserable. Human relations are at work not only in our work lives but also in our family and in our personal lives. The term Human Relations in its broadest sense covers all types of interactions among people. It is a study of WHY our beliefs, attitudes and behaviors some times CAUSE interpersonal conflicts in our personal lives and in work related situations. This subject focuses on the systematic analysis of human behavior, preventing conflict, and resolution of behavioral problems.
5	Organizational Behavior	Organizational behavior (OB) is the academic study of the ways people act within groups. Its principles are applied primarily in attempts to make businesses operate more effectively.
6	Effective Personnel Management	Talent management has been cited as an area of great deficiency in the modern workplace. Virtualized teams, rapid technology deployments, and greater use of contingent labor have contributed to the demand for strong,

		professional personnel management. Explore articles and resources on the topic, and find jobs and network in the personnel management profession
7	Canadian Human Resource Management	Both academics and practitioners have recognised Human Resource Management (HRM) as a means of increasing organizational effectiveness, resulting in a competitive advantage. This view referred to as the resource based view has been based mostly upon data from the United States (US). Research by Thacker and Cattaneo, and later by Way and Thacker, indicate that the use of cutting edge Human Resource Practice (HRP) by Canadian Organizations tends to lag behind their US counter parts. There is quite a large quantity of US based data on HR trends but data specific to Canada is much scarcer. Therefore, the purpose of the paper is to report some current HRP and HR trends based on responses from 202 individuals with human resource responsibilities at their respective organizations
8	The New role for HR following the Covid-19 Pandemic	It is possible that the future world may look back at the Covid-19 epidemic as the catalyst for a better way of living that protected our world from looming global issues that had the potential to create a full scale human existential crisis.

		Since 1947 the members of the Bulletin of the Atomic Scientists have evaluated the world in the context of global issues that have negative consequences for humanity. They summarise the total risk using a clock with its hands set towards midnight based upon the lifespan of mankind on the planet. The initial clock was set at 7 minutes to midnight. At its most optimistic in 1991 the clock was set back to 17 minutes to midnight.
9	Companies are trying to survive by slashing pay and reducing employees	The Covid-19 pandemic has exposed lakhs of private sector employees like Ahmad and Adnan in the country to sudden job losses, salary cuts, layoffs and forced unpaid leaves. Private companies -- be it garments, consumer goods, tourism, building materials, media and many more sectors - - have been announcing pay and job cuts in response to sliding revenues in this dismal economy. These people who live on their monthly salaries are at risk of being cornered further as their expenses for house rents, kids' education, and food have not gone down at all
10	Human resource management during a pandemic	Ensure a compensation policy that is adequate to satiate employees' daily expenses. Ensure flexible working hours that will allow them to make full use of the technologies within their disposal so that they

		may work from home. A return to work policy must be submitted, which includes methods to verify whether the employees are infected with the Covid-19 virus. Identify the personnel who are most vulnerable to the Covid-19 virus, and thus, equip them with the gears to protect themselves throughout the pandemic. Come up with policies to restrict the child daycare services to reduce the contagion from the virus among the employees. Re-define the sick leave policy. This should include the employee's right to care for their family members who have been or is suspected of having coronavirus.
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